



THE AWARE LEADER

The Essential Assessment

**MEASURING LEADERSHIP POTENTIAL
FOR EFFECTIVENESS & EXECUTION**

[NAME] [ID] [DATE]

The tables below list the **ESSENTIAL** Competency Model[®]. The checkmarks indicate the individual's natural potential to exhibit each competency as a function of the way he or she responded to the Hogan personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, and Preferences Inventory (MVPI). These marks only indicate the **POTENTIAL** to exhibit each of these competencies and are not a substitute for direct, sustained observation.

A competency marked as *Area of Development* does not preclude the individual from developing/demonstrating strong proficiency in the competency but does suggest a higher probability of challenge when doing so. As a result, this report can help identify strengths, areas of proficiency, and areas where the greatest development efforts and attention may be required.



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ESSENTIAL COMPETENCY MODEL	Area of Development	Area of Proficiency	Area of Strength
Leadership Effectiveness			
Thinking Critically	√		
Decides with speed and conviction, has mental agility		√	
Demonstrates strategic foresight and an orientation to the preferred future		√	
Sees the enterprise as a series of integrated and interlocking processes		√	
Generates original thoughts and is resourceful in finding ways to improve things			√
Raises vital questions and problems, formulating them clearly and precisely		√	
Comes to well-reasoned conclusions and solutions, testing them against relevant criteria and standards		√	
Understanding Impact			√
Thinks and acts ethically and morally			√
Sets high standards of execution incorporating mission into daily activities			√
Knows potential impacts and consequences of decision making in situations both internally and externally			√
Shows patience and responds calmly to stressful or trying situations			√
Understands and manages the power and politics inherent in any organization			√
Is in touch with emotions and effects on behavior to better understand how to influence people to achieve outcomes		√	

Notes:

ESSENTIAL COMPETENCY MODEL	Area of Development	Area of Proficiency	Area of Strength
Leadership Effectiveness			
Leveraging Knowledge		√	
Demonstrates continuous-improvement mindset and knows the industry		√	
Leverages functional knowledge, technical skills and expertise and shares with others		√	
Optimizes financial acumen to make business decisions		√	
Stays up to date with industry-specific content knowledge, rapidly assimilating and using new knowledge		√	
Effectively seeks and shares information		√	
Makes evidence-based decisions			√
Leveraging Self		√	
Draws on personal and professional strengths as well as areas for personal development to build capacity		√	
Is aware of judgments, emotions and physical sensations resulting in greater clarity and resolve in determining the best options - especially in situations of conflict and change.		√	
Knows one's own method of decision making and problem solving		√	
Understands own strengths and limitations, values self-knowledge, and seeks feedback		√	
Manages the quality of their energy, regardless of the external pressures they're facing	√		
Is responsible and accountable for actions and reactions		√	

Notes:

ESSENTIAL COMPETENCY MODEL	Area of Development	Area of Proficiency	Area of Strength
Leadership Execution			
Directing People		√	
Clearly communicates expectations		√	
Builds and leads teams and develops future leaders		√	
Challenges other people appropriately and rejects mediocrity		√	
Constructively supports and manages disagreements			√
Entrust work to others, utilizing individual and team strengths to achieve goals			√
Instructs, guides, and oversees the performance of staff	√		
Influencing Others			
Engages with impact motivating, persuading and exciting others			√
Cuts through the noise with authentic, credible self-promotion that helps others as well as themselves			√
Serves as a change agent, assists others in understanding needed changes, reasons for change and the change process			√
Establishes and models standards that fosters exceptional quality and continuous improvement			√
Articulates ideas clearly and organizes ideas effectively		√	
Communicates organizational mission, vision, objectives and priorities			√

Notes:

ESSENTIAL COMPETENCY MODEL	Area of Development	Area of Proficiency	Area of Strength
Leadership Execution			
Initiating Action		√	
Takes action without being prompted and takes personal responsibility		√	
Leads a transformation/change agenda		√	
Executes the vision		√	
Has high level of energy and motivation to sustain performance over time		√	
Turns ideas into actions that result in getting things implemented			√
Shows good judgment in strategies, tactics, and people decisions, reversing course quickly when needed			√
Relating Successfully			√
Works collegially, recognizes importance of relationships, inclusivity, and diversity			√
Maintains broad internal and external networks of business relationships			√
Interacts capably with a wide variety of stakeholders			√
Builds trusting, collaborative relationships			√
Shows empathy towards others and considers other feelings			√
Actively listens, offers full attention when others speak, and is seen as a coach and mentor		√	

Notes:

Norms: Global

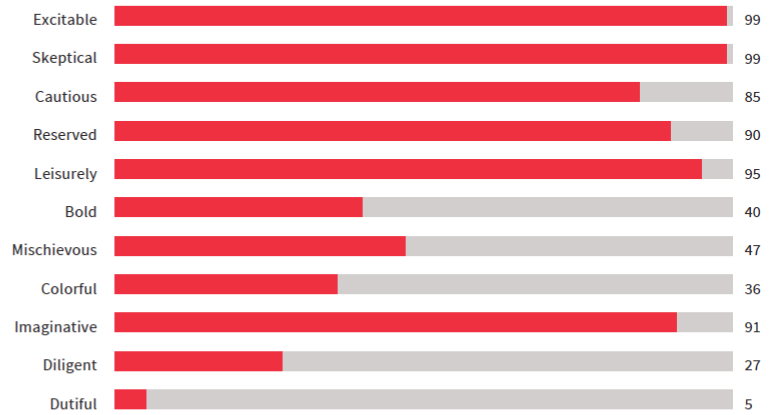
HPI

Hogan Personality Inventory



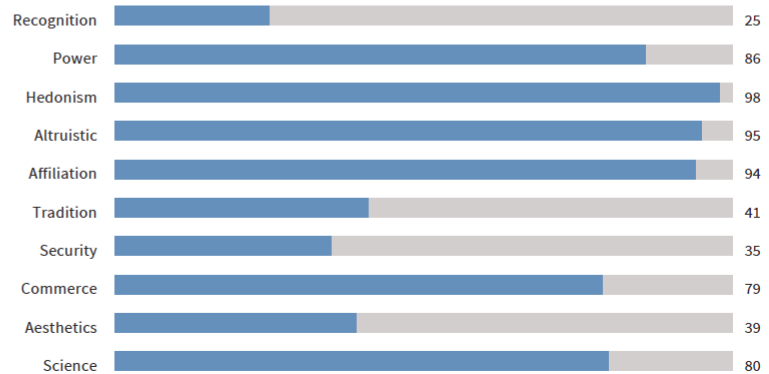
HDS

Hogan Development Survey



MVPI

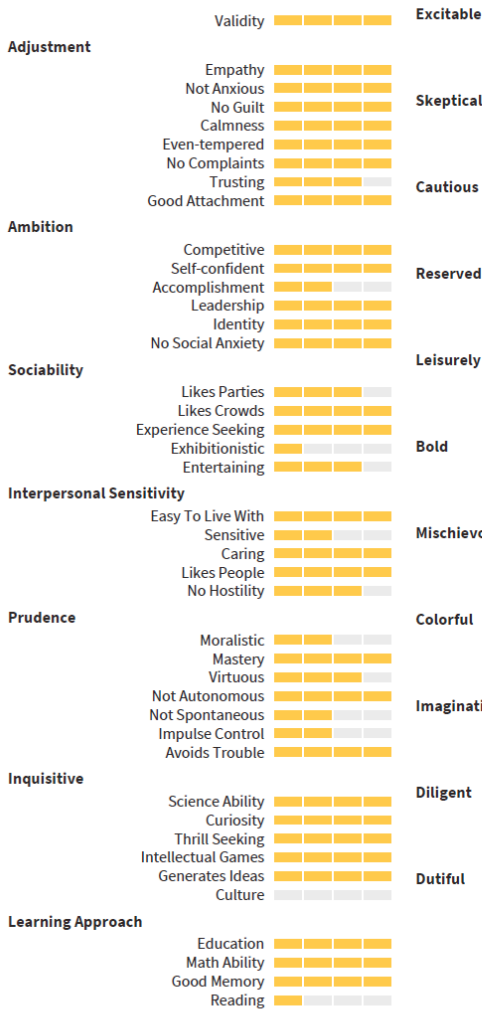
Motives, Values, Preferences Inventory



FLASH REPORT

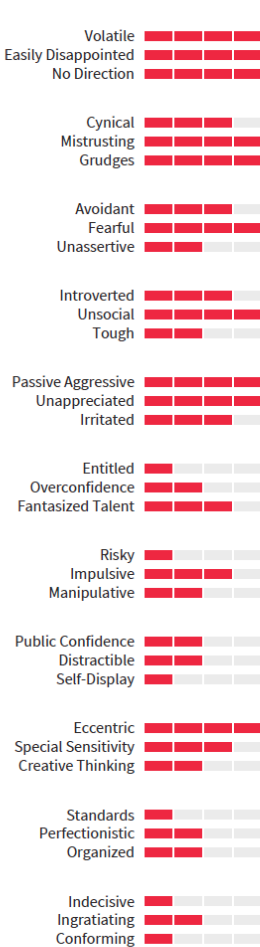
HPI

Subscale Scores



HDS

Subscale Scores



MVPI

Subscale Scores

